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**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF PROJECT MANAGEMENT**

**ASSESS THE PRACTICES OF PROJECT STAKEHOLDER MANAGEMENT IN
THE CASE OF ADDIS ABABA MASTER PLAN PERPARATION PROJECT**

**BY
SAMUEL NEGASH**

**JUNE, 2019
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES DEPARTMENT OF PROJECT MANAGEMENT FOR
THE PARTIAL FULFILLMENT OF MASTER OF ARTS (MA) DEGREE IN
PROJECT MANAGEMENT**

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**JUNE, 2019
ADDIS ABABA, ETHIOPIA**

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I declare that the thesis entitled “assess the practices of project stakeholder management in the case of Addis Ababa master plan preparation project”, submitted by me to the award of the Degree of Master of project management from St. Mary’s University School of Graduates Addis Ababa, is original work and it hasn’t been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution.

Samuel Negash

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St. Mary’s University School of Graduates

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

signature

Advisor signature St. Mary's University, Addis Ababa June, 2019

Acknowledgments

First and for most I would like to thank GOD for making me to complete this paper. I also, would like to thanks to my advisor Dr. Chalachew Getahun for his constructive and supportive comments for accomplishing of this paper. I also would like to express my indebted gratitude to my entire friends such as Binyamin Anbesse and Haile Berssoma who encourage me and support me in completing this paper.

Abbreviations and Acronyms

AAMPPP	Addis Ababa Master Plan Project Preparation
BISPUP	Building in Stakeholder Participatory Urban Planning
ICT	Information Communication Technology
IFC	International Finance Corporation
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SH	Stakeholder
SHM	Stakeholder Management

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Abstract

The objective of this study is to assess the practice of project stakeholder management in case of Addis Ababa master plan project preparation. The study has utilized primary and secondary data sources. Primary data has been collected through questionnaire and interviews while secondary data was collected through document review of progress and completion reports of the project office. Descriptive analysis was used to analyze the data collected. Censes was used to structured questionnaire and interview all the 45 staffs members of AAMPP preparation office. The study identified broad stakeholder types to the three main categories of the project office those who affect the project; those who are affected by the project; and others who may be interested. stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized The study also revealed challenges like that in ascending order from top to bottom using frequency values political interference, Low understanding of different issues, Ineffective communication, Low commitment , Problem in stakeholder planning process and Conflicting interests opinions, beliefs and orientation were found to impact severely on the work of the urban planning. The study concluded that the many challenges encountered were due to the casual and ad-hoc actions and the non-institutionalization of stakeholder management by the urban planning. Finally, The researcher recommend that stakeholder management should be institutionalized and entrusted to professionals with the relevant training and skills who can ensure stakeholder processes..

Keywords: *Project Stakeholder identification and classification, stakeholder analysis, stakeholder engagement and communication*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Effective management of project stakeholders is a key element of success in urban development project, Stakeholders are individuals or groups who have an active stake in the project and can potentially affect, either positively or negatively its development. According to Wikipedia (2009), a stakeholder is any person or organization who can be positively or negatively impacted by, or can cause an impact on the action or the decisions of a company, government, or organization. Stakeholders in urban planning sector include everyone to citizens; developers, planners, politicians and local organizations are the main stakeholders in urban planning. Falleth, E.I. Hansen, G.S.(2011)

In Every stage of urban plan project lifecycle requires active management of stakeholders in order to achieve expectations and needs and solve problems as they arise. Planning, identifying management and controlling the most relevant stakeholders represents an important step in knowing and organizing engagement and participation processes, thus reaching a coherent and broad consensus throughout the project, achieving performance and success-oriented behavior. Pinto, J. K. (2015)

The advantage of stakeholder management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the cost associated with a high turn-over among stakeholders and providing the firm with committed stakeholders in an environment characterized by increasing competition. Among the reasons that affect project outcomes, many scholars have cited “the ignorance or poor stakeholder management” as one of the key reasons responsible for project failure. Therefore, systematic improvement in project stakeholder management is required to improve the performance of project outcome (Neil, 2011).

The project environment is complex and changing (Gilbert, 1983). If stakeholder management is not adequately addressed in the project, this can mean unexpected problems and uncertainty to the project caused by stakeholders. Additional challenges and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project. During the project some stakeholders will cause high uncertainty. Working proactively to reduce or minimize the potential for uncertainty and problems caused by stakeholders, it is interesting to consider which stakeholders that generally causes the most uncertainty and problems to the project.

Most literature on international development projects emphasizes the importance of those who are 'affected' by projects or those who can affect the outcome of a proposed development intervention as being considered key stakeholders. (World Bank, 1996)

Different stakeholders will want very different outcomes from projects. A vital part of stakeholder management is managing these competing expectations from the initial phase through to final implementation; Stakeholder priorities have a tendency to change during the programme and project lifecycle and as such compounds the challenge; Managing stakeholders represents a major political challenge to all program and project managers (Neil, 2011).

The Addis Ababa City Government Plan preparation Project Office was established in accordance with Regulation No. 43/2011 to prepare and submit for adoption an urban plan that guides and effectuates the overall development of the city and ensures the participation and the common benefit of the people thereof. To this end, the Project Office is further mandated to revise the existing plans of the city with a view of contextualizing and making the plans responsive to the current international, national and city level social, political and economic changes by applying the best methods, precepts and principles of modern urban planning within the framework of the provisions of the Federal Urban Planning Proclamation No. 574/2008.

This study is concerned with assess the practice of project stakeholder management in the case Addis Ababa master plan project preparation office.

1.2 Statement of the Problem

Projects have always required planning, management and control to deliver the desired outcome. Evidences have shown that (from the building of the pyramids in ancient Egypt to the implementation of new information and communication technology systems in the modern world) satisfying key stakeholder requirements has been considered as central to achieving a successful project outcome (Bourne, 2006). Stakeholder management in a project must also involve understanding of the behavior of the stakeholders during the life cycle of the project, with the aim of performing actions that meet their expectations (Beringer, et al. 2013).

The project environment is complex and changing from time to time (Gilbert, 1983). If stakeholder management is not adequately addressed in the project, it can result in unexpected problems and uncertainty to the project. In addition to problems and uncertainty of the project, poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project could also contribute to the project failure. Most of these could be associated with either uninformed or ineffective stakeholder management on the project. For instance, the early involvement and considerations of the interests of stakeholders is vital to being able to clearly define and set out the project scope and goals which could also help to avert negative community reaction to the project. A key component in developing the master plan was public Outreach and stakeholder participation. Mere involvement of these key stakeholders in the master plan process is, however, not a guarantee for achieving a successful project; it also needs to be properly done (Bourne, 2005; Chinyio, 2010).

The management of project stakeholders is widely acknowledged as an essential part of project management and as a factor contributing to project success (Bourne, 2005; Bourne and Walker; 2005; Cleland, 1986, 1998; Karlsen, 2002; Morris and Hough, 1987; Olander and Landin, 2005). In turn, various studies have postulated that the inability of

project managers to take into accounts the claims and influences from project stakeholders is a reason for project failure.

Effective stakeholder engagement develops a “social license” to operate and depends on mutual trust, respect and transparent communication between a company and its stakeholders. It is also witnessed that companies decision making process is improved by cutting costs, managing risk and avoiding conflict as noted by (Bulgaria, 2014; Koojo, 2005; Lwasa, 2006; and Kayom, 2005). When stakeholders fail to participate in planning process, little is achieved in terms of orderly urban development. For physical planning to be successful in emerging urban centers, there is a need for planning mechanisms that can improve urban community participation (Kayom, 2014). Lack of awareness and community participation, are proposed as a major cause of project failure.

The review of previous studies on stakeholder management in urban planning development project pointed out that there exists a number of problems (gaps) in stakeholder management in city plan projects. Lack of continuity in the stakeholder management process, lack of clear definition or agreement as to who should be responsible for stakeholder management, poor strategies, plans and methods were found to be key gaps that lead to weak stakeholders’ management and project failure (Karlsen, 1998). Stakeholder management is often characterized by spontaneity and causal actions, which in some situations are not coordinated and discussed within the project team and stockholder. Inadequate stakeholder management during the project results in often an unpredictable outcome (Akintoye *et al.* 2003; Black, 1995; Bourne, 2005; Landin and Olander, 2008).

Ineffective stakeholders’ engagement and communication, limited stakeholder identification, classification and participation in the city planning process coupled with ineffective stakeholder management practice and complex nature of project stakeholder management have become critical challenges for the proper implementation of the existing structure plan of the city. The aforementioned multifaceted challenges of the stakeholder management in a project have hence necessitated the undertaking of the

proposed research project entitled “Assessment of Practices of Project Stakeholder Management in the preparation of Addis Ababa Master Plan Project”.

1.3 Study Questions

- What are Stakeholder Identification, Classification in the projects of Addis Ababa master plan preparation project?
- What does the practice of stakeholder Analysis the targeted projects in Addis Ababa master plan preparation look like?
- What does Stakeholder Engagement and Communication are there in the projects of Addis Ababa master plan preparation project?

1.4 Objectives of the Study

1.4.1 General Objective

To assess the practices of stakeholder management case of Addis Ababa master plan preparation project

1.4.2 Specific Objectives

1. To assess Stakeholder Identification, Classification in the projects of Addis Ababa master plan preparation project
2. To identify the practice of stakeholder Analysis the targeted projects in Addis Ababa master plan preparation
3. To assess Stakeholder Engagement and Communication are there in the projects of Addis Ababa master plan preparation project

1.5 Significance of the Study

An assessment the practices of stakeholder management of Addis Ababa master plan preparation project is very important for urban development of capture knowledge to other projects which is implemented in the country and So that the assessment is helpful for other similar projects practice, also latest developments with regard to development objectives of the project, the extent to which

1.6 Scope of the Study

This study was limited to assess the practices and challenges of stakeholder management of Addis Ababa master plan preparation project Addis Ababa Regarding the methodological scope, the study has considered a descriptive research approach using primary and secondary data. The study emphasizes on whether the development objectives of the project are met or not; using various performance indicators.

1.7 Limitations of the Study

The findings of this study should be viewed with certain limitations in mind. The paper was conducted at constrained by Lack of adequate local literatures related to the topic, not having sufficient time and budget to gather enough data from the commotion. Every work is done with limitations. This study is also subject to limitations as that of other researches.

1.8 Organization of the Study

This study attempted to assess the practices and challenges of stakeholder management of Addis Ababa master plan project preparation. Accordingly, it was organized in five chapters. The first chapter introduces the background for the study, definition of terms, and statement of the problem, basic research questions, objectives, significance, delimitation, limitations and organization of chapters. The second chapter addressed the detail review of theoretical and empirical literatures on concept of assess the practices and challenges of stakeholder management of Addis Ababa master plan project

preparation. The third chapter presented the methodology used in the study. The fourth chapter was dedicated to the detail analysis and discussion of the data collected for the study. The summary of findings, conclusions, recommendations and implications for future research were included in the fifth chapter.

1.9 Operational Definition

Those who affect the project those;- involved in delivery of the project and those who determine the context like Professional consultants such as architectural, financial, structural, engineering developer owner etc.

Those who are affected by the project; - May be directly or indirectly affected Depending upon the context such us Local community groups such as resident Associations or other community-based groups Users of the buildings, spaces, facilities

Others who may be interested; - Environmental/social campaigning Organizations
Researchers/ Academics

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Conceptual literature

2.1.1 The Concept “Stakeholder”

Although the term ‘stakeholders’ often appears in the literature, it has been pointed out that relatively little attention has been paid to developing systematic approaches for identification and an analysis of stakeholders (Bryson, 2004).

Bryson (2004) also distinguishes between two broad definitions used in public and non-profit management literature. The first definition, according to him, defines stakeholders as those individuals or groups who have the power to affect the future of an organization, implying that those who do not have such power do not qualify as stakeholders. The other definition, which Bryson argues in favor of, has a clear ethical dimension. According to such a definition, stakeholders are a wider range of individuals and groups including the “nominally powerless” (p. 22) to whom certain responsibility is owed. An example of such a definition is that provided by Nutt and Backoff (1992: 439, as cited in Bryson, 2004) – “all parties who will be affected by or will affect [the organization’s strategy].” Similarly, Kaler, (2002) distinguishes between two sorts of definitions of stakeholders as those seeing stakeholders as “claimants” and those seeing them as “influencers”. For the purpose of business ethics, he argues that stakeholders should be defined as those with a claim on the organization’s services.

The word 'stakeholder' has assumed a prominent place in public and nonprofit management theory and practice in the last 20 years, and especially in the last decade. The term refers to persons, groups or organizations that must somehow be taken into account by leaders, managers and front-line staff (Bryson, et al., 2002). According to Freeman (1984), a stakeholder is ‘any group or individual who can affect or is affected by the achievement of the organization's objectives’.

In a similar line, Peter (2008) also defined stakeholder as anybody whose interest can be negatively or positively affected by the project and who may be able to affect the success or failure of the project. “Any person or organization that is actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project”

It is a curious term- stakeholder- which has come to mean almost totally the opposite to its original sense. A stakeholder was someone who held money on behalf of two or more other people pending the resolution of an issue between them - usually the outcome of a wager. He was bound to hand over the money to the successful party. In other words, the stakeholder had a formal responsibility towards his principals. Even in jurisdictions where wagering contracts are unenforceable (including England to this day) the stakeholder still had to pay up. In the American Wild West, if the stakeholder ran off with the stakes the aggrieved parties could haunt him down and shoot him (Sunderland, 2006).

As quoted by Bryson et al., (2002), typical definitions of stakeholder from the public and nonprofit sector literatures include the following variants: 'All parties who will be affected by or will affect [the organization's] strategy' (Nutt and Backoff, 1992). Any person, group or organization that can place a claim on the organization's attention, resources, or output, or is affected by that output' (Bryson, 1995)' People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization' (Eden and Ackermann, 1998).

According to the IFC (2007) Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

The sample definitions from the public and nonprofit management literatures differ in how inclusive they are. According to Eden and Ackermann (1998), stakeholders can only

be people or groups who have the power to directly affect the organization's future; absent that power, they are not stakeholders. Their definition is similar to many in the business management literature (Mitchell et al., 1997; Jones and Wicks, 1999), and makes sense for their purposes, as they are writing for both business management and public and nonprofit management audiences. In contrast, Nutt and Backoff (1992), Johnson and Scholes (2002) (who also address a primarily business audience) think in same line with Bryson (1995) that, there should be a consideration of a broader array of people, groups or organizations as stakeholders, including the nominally powerless. While there is no explicit ethical content in any of the four definitions, the foregoing definitions would seem to be more compatible with typical approaches to democracy and social justice, in which the interests of the nominally powerless must be given weight (Lebacqz, 1986; Lewis, 1991; Boyte and Karl, 1996; Stone, 1997).

Kalsern (2002) of the Norwegian School of Management BI, also gave a broader view of the concept stakeholders when he included clients, end users, contractors, consultants, labor unions, line organizations, public authorities, financial institutions, insurance companies, controlling organizations, media, third parties, and competitors as stakeholders. According to Neil (2011), there are three types of stakeholders, these are: Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions. Secondary stakeholders: are the 'intermediaries', that is, persons or organizations who are indirectly affected by an organization's actions. Key stakeholders: (who can also belong to the first two groups) have significant influence upon or importance within an organization.

2.1.2 Master Plan

Master plan is a tool to guide and manage the growth of cities in a planned manner. Planning consists of making choices among the options that appear open for the future, and then securing their implementation, which depends upon allocation of necessary resources M. Roberts (2001) all this planning exercise takes the form of a document called master plan which is one of the important tools to guide and manage future growth of the cities in a planned manner. Since its introduction in UK under the Town and

Country Planning Act 1947, master plan has been widely prepared for many cities of both the developing and developed countries. It is a long term plan and usually prepared to guide the future growth of a city for the next 20 years mainly consisting of a report, land use maps, and program of action. Conceptually, master plan is based on study of existing situation of each and every component of a city comprising land use, socio-economic and other facilities' surveys, based on analysis of existing situation, forecasting of future trends, and finally making proposals for the growth and management of the city.

2.2 Theories and Principles of Stakeholder

2.2.1 The Role of Stakeholders

To this end, it is obvious the relevance of stakeholders towards the achievement of every organization's objectives is to some extent manifest in the above conceptualizations from the different authors but more of it can be seen in Bryson (1995) and Moore, (1995), when they said; Attention to stakeholders is important throughout the strategic management process because 'success' for public organizations and certainly survival depends on satisfying key stakeholders according to their definition of what is valuable.

As quoted by Bryson (2004) in his work, *What to do when stakeholders matter*, he argues that, 'Public agencies are born of and live by satisfying interests that are sufficiently influential to maintain the agencies' political legitimacy and the resources that come with it'. If key stakeholders are not satisfied, at least minimally, according to their criteria for satisfaction, the normal expectation should be that something will change -' for example, budgets will be cut, elected or appointed officials will lose their job, new initiatives will be undermined, and so on.

Attention to stakeholders is also needed to assess and enhance political feasibility, especially when it comes to articulating and achieving the common well (Bryson et al., 2002; Campbell and Marshall, 2002). Finally, attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met (Eden and Ackermann, 1998; Suchman, 1995; Alexander, 2000). Note that what is being said does not imply that all possible

stakeholders should be satisfied, or involved, or otherwise wholly taken into account, only that the key stakeholders must be, and that the choice of which stakeholders are key is inherently political (Stone, 1997), has ethical consequences (Lewis, 1991; Cooper, 1998) and involves judgment (Vickers and Vickers, 1998).

According to Neil (2011), think about everyone involved in your activities. But what gets more challenging is all the 'outsiders' who may be impacted by the activity and who might have an interest. This is why Stakeholder Management is so important. Stakeholder management supports an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. The advantages of Stakeholder Management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the costs associated with a high turnover among stakeholders, and providing the firm with committed stakeholders in an environment characterized by increasing competition.

2.2.2 Stakeholders in Urban Master Plan

Involvement of all stakeholders in the city; everyone whose interests are affected by urban planning processes, from the initial stages of the planning process to implementation and maintenance(G. K. Musoga, Urban Development Planning in Lake Victoria p, 26), In addition to citizens; developers, planners, politicians and local organizations are the main stakeholders in urban planning. The interrelation between stakeholders, and how the communication and information flow, must be considered when trying to improve the quality of communication between them.

In the practice handbook «Stakeholders Engagement» from IFC, eight components of stakeholder engagement are listed. These are: 1) Stakeholder identification and analysis 2) Information disclosure 3) Stakeholder consultation 4) Negotiation and Partnership 5) Grievance management 6) Stakeholder involvement in project monitoring 7) Reporting to stakeholders 8) Management functions.

These components can make planners aware of how stakeholders can be managed to achieve stakeholder alignment, meaning that different actors work towards a common goal, instead of towards individual interests of each party.

Lack of awareness and community participation, are proposed as a major cause of the problems which are being faced. In order to understand the interventions which the Government of Uganda believes are necessary for sustainable urban development, it is important to examine the realities pertaining to urban areas and their planning processes. They are too simplistic, uncoordinated and failing to get anywhere near catching up with the scale and pace of development (Kayom, 2014).

2.2.3 Stakeholder Identification

According to Peter (2008), the first step in developing Project Stakeholder Management strategy is to identify the stakeholders. These are people or organizations that are actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project. Overlooking negative stakeholders can increase the likelihood of failure. Whatever list you produce will need to be re-visited during the project lifecycle as new information becomes available and as the project progresses. In order to start the identification processes you'll need the following inputs: Project Charter Procurement documents Company information Lessons learned from previous projects.

The output of this exercise will simply be a listing of stakeholders, with no analysis at this stage. He went further to suggest an initial identification exercise by the Project Manager, followed by exercises with the project team in the form of brainstorming or other group-facilitation methods.

When identifying stakeholders it is not enough to focus on the formal structure of the organization. Rather it is necessary to have a look at informal and indirect relationships too. A useful model for this purpose is to visualize the stakeholder environment as a set of inner and outer circles. The inner circles stand for the most important stakeholders who have the highest influence (Dagmar, 2001).

The IFC (2007) also emphasizes that, the first step in the process of stakeholder engagement is stakeholder identification-determining who your project stakeholders are, and their key groupings and sub-groupings. (Remember that certain stakeholder groups might be pre-determined through regulatory requirements). From this flows stakeholder analysis, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project. The answers to these questions will provide the basis from which to build your stakeholder engagement strategy. Here it is important to keep in mind that not all stakeholders in a particular group or sub-group will necessarily share the same concerns or have unified opinions or priorities.

In the high-pressure context of getting a project up and running, interacting with stakeholders when there doesn't seem to be any urgent need to do so can be viewed as a low priority and not a particularly good use of scarce time and resources.

However, if a conflict or crisis does arise, the absence of established relationships and channels of communication puts the project at an immediate disadvantage in trying to manage the situation. Thus early engagement provides a valuable opportunity to influence public perception and set a positive tone with stakeholders early on and enables a proactive cultivation of relationships that can serve as-capital during challenging times.

Unlike other authorities and writers who consider Stakeholder Identification as the first step in Stakeholder management, Karlsen (2002) however sees stakeholder Identification as a second step that comes after the first step of initiation of the process. The identification process focuses on identification of stakeholders. This includes both stakeholders that are involved in the project and potential stakeholders. There are several techniques that can support this work, e.g., interviews with experts, brainstorming in group meetings, and the use of checklists. What one team member identifies as a potential stakeholder may not be obvious for others. This identification procedure should, therefore, take place in a group of participants with different background, which will also improve the support and ownership to the stakeholder management process.

"How much attention does each stakeholder group deserve or require?" is a central question being raised by Rawlins (undated) cited in Ovaitt (2006) in his newest research paper, published online by the Institute for Public Relations, reviews several approaches for identifying stakeholders and synthesizes a new model.

The new approach begins by identifying stakeholders according to their connection to the organization. It then proceeds to prioritize stakeholders by their attributes, their relationship to the issue, and ultimately their place in the communication strategy.

The Linkages Model, which dates to 1984, is used to identify stakeholders by their relationship to the organization: functional linkages (e.g., suppliers provide raw materials while customers receive a company's output), enabling linkages (investors and a favorable regulatory climate make business possible), normative linkages (industry groups and competitors influence the business environment), and diffused linkages (non-governmental organizations and media also can have a strong influence, even without a well-defined connection Ovaitt, (2006).

Putting all of this together, Rawlins (undated) cited in Ovaitt, (2006) synthesizes a new model that offers the prospect of prioritizing stakeholders in a way that is especially relevant for communications managers - by communication strategy.

2.2.4 Stakeholder Analysis

Stakeholder analysis is a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project (IFC, 2007). It is a critical process that feeds into stakeholder engagement and organizational change process in general; according to the International Finance Corporation, It is not practical, and usually not necessary, to engage with all stakeholder groups with the same level of intensity all of the time.

Being strategic and clear as to whom you are engaging with and why, before jumping in, can help save both time and money. This requires prioritizing your stakeholders and, depending on who they are and what interests they might have, figuring out the most appropriate ways to engage.

Stakeholder analysis should assist in this prioritization by assessing the significance of the project to each stakeholder group from their perspective, and vice versa. The IFC (2007) added that whilst doing this, it is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time, in terms of level of relevance to the project and the need to actively engage at various stages. It is frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes.

Stakeholder analysis can be done once or on a regular basis to track changes in stakeholder attitudes over time; stakeholder analysis has the goal of developing cooperation between the stakeholder and the project team and, ultimately, assuring successful outcomes for the project. Stakeholder analysis is performed when there is a need to clarify the consequences of envisaged changes or at the start of new projects and in connection with organizational changes generally. It is important to identify all stakeholders for the purpose of identifying their success criteria and turning these into quality goals, thus stakeholder identification is a process that feeds into stakeholder analysis.

In stakeholder analysis, one possible consideration is to evaluate the stakeholder in relation to selected issues, e.g., his or her area of interests in the project, desired contribution to the project, expected rewards, domains, attitudes, possible moves, etc. Another technique is to assess the stakeholder along two dimensions-the potential for threatening or affecting the project, and the potential for collaboration with the project. This assessment permits the project manager to classify the stakeholders into four categories supportive, marginal, non-supportive, and mixed blessing (Savage et al., 1991).

The supportive stakeholder is low in potential to affect the project but high in potential for collaboration. This is an ideal stakeholder that supports the project's goals and actions. Most project managers wish all their stakeholders were of this type. Supportive stakeholders may include suppliers, consultants, and financial institutions. Marginal stakeholders are neither highly threatening nor especially collaborative. Although they

potentially have a stake in the project and its decisions, they are generally not concerned about most issues (Karlsen, 2002).

Stakeholders of this kind may include third parties like neighbors or groups of environmentalists; however, certain issues such as pollution from the project could activate one or more of these stakeholders, thus increasing their potential for either affecting or cooperating. Non-supportive stakeholders that have a high potential to affect the project but are low on the potential for collaboration are the most distressing for a project and the project manager (Karlsen, 2002).

Typical non-supportive stakeholders include competing organizations, labor unions, public authorities, and sometimes the media. The mixed blessing stakeholders can play a major role in the project. Here, the project manager faces a stakeholder whose potential to affect or to collaborate is equally high. This group of stakeholders may include clients, end users, and line organization (Karlsen, 2002).

In a stakeholder analysis, impact or power of a stakeholder is defined as the extent to which they are able to persuade, induce, or coerce others into following certain courses of action. There are several ways to exert such power, for instance by direct authority, lobbying or exerting a dominant market position (Dagmar, 2001)

Stakeholder analyses are undertaken for a purpose and that purpose should be articulated as clearly as it can be before the analyses begin - while also understanding that purposes may change over time. The purpose should guide the choices concerning who should be involved in the analyses and how. Typically, stakeholder analyses are undertaken as part of policy, plan or strategy change exercises; or organizational development efforts. Different analyses will be needed at different stages in these processes (Bryson, 2004); perhaps using different analysis/mapping methods:

Fletcher et al., (2003) defined a process for mapping stakeholder expectations based on value hierarchies and Key Performance Areas (KPA), Cameron et al., (2010) defined a process for ranking stakeholders based on needs and the relative importance of stakeholders to others in the network. Savage et al., (1991) offer a way to classify

stakeholders according to potential for threat and potential for cooperation. Turner et al., (2002) have developed a process of identification, assessment of awareness, support and influence leading to strategies for communication and assessing stakeholder satisfaction, and who is aware or ignorant and whether their attitude is supportive or opposing.

Mapping techniques include the following sub-set of results from a Web search of analysis techniques being used by aid agencies, governments or consultant groups:

Failure to attend to the information and concerns of stakeholders clearly is a kind of flaw in thinking or action that too often and too predictably leads to poor performance, outright failure or even disaster. According to Lynn (1996), and Bardach, (1998), like any other technique designed to aid strategic thinking and acting, stakeholder analyses must be undertaken skillfully and thoughtfully, with a willingness to learn and revise along the way.

2.2.5 Stakeholder Engagement and Communication

Today, the term-stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project (IFC, 2007) This definition encompasses the entire process of stakeholder management in any project management. However stakeholder engagement as a process is the process by which a firm's stakeholders engage in dialogue to improve a firm's decision-making and accountability toward corporate social responsibility (CSR) and achieving the triple bottom line. Stakeholder engagement works to take into account the concerns and objectives of a firm's stakeholders in its decisions. Stakeholder engagement takes into account the varying perspectives, priorities, and limitations of different stakeholders.

The practitioners in stakeholder engagement are often businesses, non-governmental organizations (NGOs), labor organizations, trade and industry organizations, governments, and financial institutions. The company most often initiates open, two-way dialogue seeking understanding and solutions to issues of mutual concern. Stakeholder

engagement occurs when a company wants to consider the views and involvement of someone or some group in making and implementing a business decision. Stakeholder engagement must occur when a company truly wants input from groups that will be affected by the company's decision.

According to IFC (2007), stakeholder engagement does not seek to develop the project/business requirements, solution or problem creation, or establishing roles and responsibilities but rather primarily focused at getting to know and understand each other, at the Executive level. Engagement is the opportunity to discuss and agree expectations of communication and, primarily, agree a set of Values and Principles.

Stakeholders' opinions regarding who they perceive as being stakeholders in the project may be elicited through focus group discussions, interviews and questionnaires (Araujo and Bramwell,(1999). It has been argued that this is a relatively inexpensive and effective way of identifying the stakeholders.

2.2.6 Project Stakeholder Management

Project Stakeholder management includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project. The Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution (PMBOK 5th Edition) throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders. The Stakeholder Management Plan includes several sections:

- **Identify Stakeholders**– identify by name and title the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.

- **Plan Stakeholder Management**– identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
- **Manage Stakeholder Engagement**– outlines the processes and steps that will be undertaken to carry out the planned strategies.
- **Control Stakeholder Engagement**– describes the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

The management of project stakeholders is widely acknowledged as an essential part of project management and as a factor contributing to project success (Bourne, 2005; Bourne and Walker; 2005; Cleland, 1986, 1998; Karlsen, 2002; Morris and Hough, 1987; Olander and Landin, 2005). In turn, various studies have postulated that the inability of project managers to take into accounts the claims and influences from project stakeholders is a reason for project failure. The significance of stakeholder management is also accentuated in the definition of project management. For example, in Project Management Institute’s contemporary project management standard “Project Management Body of Knowledge” (PMI, 2008) the management of a project is defined as follows:” Managing a project includes adapting the specifications, plans and approaches to different concerns and expectations of the various stakeholders”. As is evident, the underlying assumption in the majority of project stakeholder literature is that efficient and effective execution of projects requires management to pay attention to stakeholders. However, even though project stakeholder management was introduced to the field of project management already in 1986 by Cleland, project management scholars (e.g. ElGohary et al., 2006; Olanderand Landin, 2005; Olander, 2007) have only recently truly realized the importance of stakeholder management and started to devote research efforts to it.

2.2.7 Stakeholder Management Challenges

Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and

manipulation of human resources, financial resources, technological resources, and natural resources (Peter, 2007).

Whilst traditional Project managers focuses on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focus on human dynamics; managing relationships and communications the deployment and manipulation of human resources, financial resources, technological resources, and natural resources (Peter, 2007).

Tuchman's account in her book, *The Match of folly* identifies some challenges in stakeholder management when she wrote that, ignoring the interests of, and information held by, key stakeholders and 'Three outstanding attitudes: obliviousness to the growing disaffection of constituents, primacy of self-aggrandizement, and the illusion of invulnerable status are persistent aspects of folly'. Nutt (2002) analyzed 400 strategic decisions and revealed that half of the decisions 'failed' -that is they were not implemented, only partially implemented or otherwise produced poor results -in large part because decision makers failed to attend to interests and information held by key stakeholders.

Additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Kalsern, 2002).

Whilst traditional Project managers focuses on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focus on human dynamics; managing relationships and communications (Peter, 2007).

According to Neil (2011), stakeholder management is a process and control that must be planned and guided by underlying Principles. Stakeholder Management, within business or projects, prepares a strategy utilizing information (or intelligence) gathered during the following common processes: Stakeholder Identification, Stakeholder Analysis,

Stakeholder Engagement, Stakeholder Matrix, and Stakeholder Communication. Project stakeholder management is a key stakeholder skill as your stakeholders can either make or break your project. Stakeholder Management is a process and control that must be planned and guided by underlying Principles. Stakeholder Management, within business or projects, prepares a strategy utilizing information (or intelligence) gathered during the following common processes: Stakeholder Identification, Stakeholder Analysis, Stakeholder Engagement, Stakeholder Matrix, and Stakeholder Communication. Project stakeholder management is a key stakeholder skill -as your stakeholders can either make or break your project.

A study carried out by Karlsen (1998) revealed that stakeholders create both problems and uncertainty regarding project execution. From the research, such problems and uncertainties are caused by-...decisions that were not taken,-... unexpected changes in specifications,-... the client was too focused on details,-... the stakeholder did not understand his or her role in the project,...political guidelines that were unexpected changed, and-...the end user did not know his or her needs. According to Kastner (2010) there are three major sources of Stakeholder Management challenges: Unclear Stakeholders- those who do not clearly articulate enough or who are not open and honest about their interests and expectations Unidentified Stakeholders- those who were not identified early in the project, Unreasonable Stakeholders- those who do not embrace what some refer to as reason and the laws of physics Kastner (2010) goes on to expatiate on these three challenges and how a good project manager will address them;

2.3 Empirical Review

Stakeholders are the originator of the project management organization that is responsible for the delivery of stakeholders' expectation and satisfaction. The successful delivery of any project deliverables highly depend on stakeholder engagement and management (Chang et al., 2013), and the effective engagement and management of stakeholder relies on project manager's ability to identify stakeholders' expectations from the beginning to close-up (Cleland, 1999). Researchers described project stakeholder management as a process in which project team facilitates the needs of stakeholders to identify, discuss,

agree, and contribute to achieve their objectives (Brammer & Millington, 2004; Pajunen, 2006; Rowlinson & Cheung, 2008). Similarly, Kerzner (2011, p.34) describes stakeholder relationship management through six continuous processes, including “identifying stakeholders, analyzing, engaging, identifying

Previous researches have attributed project failures to either lack of or inadequate stakeholder management during the project (Black, 1995; Akintoye et al. 2003; Bourne, 2005; Olander and Landin, 2008). Therefore, in order to achieve project success and in line with the current perception of construction project success, it is important to engage/manage stakeholders effectively in the course of carrying out the project. The question however, still remains of how effective stakeholder management can be carried out in construction projects.

The following have been identified to be among the causes of project failure: poor scope and work definition; inadequate resources assigned to the project; unforeseen regulatory changes; and negative community reaction to the project (Black, 1995).

Most of these could be associated with either uninformed or ineffective stakeholder management on the project; for instance, the early involvement and considerations of the interests of stakeholders is vital to being able to clearly define and set out the project scope and goals which could also help to avert negative community reaction to the project. Mere involvement of these key stakeholders is however, not a guarantee for achieving a successful project; it also needs to be properly done.

Furthermore, the success or failure of a project is influenced very strongly by the expectations and perceptions of the stakeholders involved on the project and failure to balance and/or address the concerns of the stakeholders has resulted in many projects failing (Bourne, 2005; Chinyio, 2010).

2.3.1 Best Practices in Stakeholder Management International Project

According to Clarkson (1995) successful Stakeholder management can be achieved through the following principles: Principle 1: Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders and should take their interests

appropriately into account in decision-making and operations. Principle 2: Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation. Principle 3: Managers should adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency. Principle 4: Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities. Principle 5: Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated. Principle 6: Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders. Principle 7: Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems, and, where necessary, third party review.

In a more purely business perspective and largely relevant in the public project , the IFC (2007) points out that like any other business function, Stakeholder Engagement needs to be managed. It should be driven by a well-defined strategy and have a clear set of objectives, timetable, budget, and allocation of responsibilities. All staff should be made aware of the program, and understand why it is being undertaken and what implications it might have for project outcomes. Entities that take a systematic (rather than ad-hoc) approach that is grounded in business operations, are likely to get better results in terms of the time and resources they invest, and are able to track and manage stakeholder issues and risks more effectively.

Allocating responsibilities for stakeholder engagement to business units and mainstreaming it into project operations increases the chances that it will serve the purposes of the project, rather than becoming a costly peripheral exercise that is out of

touch with operational realities and raises expectations that cannot be met. As with other key business functions, direct reporting lines and the engagement of senior management is critical (IFC, 2007) Ten Ways to be better at Stakeholder Management according to Foote (April 13, 2017):

Realize it: There is a big opportunity to make whatever you do successful. Tell those who need to know and don't miss anyone important. Involve Your People; Make this a team effort. Your people will enjoy the input and they will probably have a far deeper understanding of the consequences of what you are doing than you alone. This is not a one person effort. Check the Risk; Using a simple grid, checkout who has the Impact and who can Influence most. Those with 'high' on both are your biggest targets to work with. Don't assume; you really need to check what the score is for everyone - 'assumptions' tend to go wrong. So watch out for anyone who you 'believe' is a given. Check it out. Ponder a Little; OK - so don't assume, but do try to get into the head of every Stakeholder. What's important to them? What are the current pressures? How can you help? Come at them from their angle as well as yours. Make Time; you need to talk to influential people - explain what you are doing that impacts on them. Making the time; honoring them with their 'need to know' smoothens the path. Invest here-it worth it. Adapt; create personal behavior styles which match your stakeholder and you will stand a greater chance of getting them onboard. Meet them more than half-way. Do more; Watch out for things that you can do to maximize the relationships - checkout mutual acquaintances who may be able to help them; seek resources to help fix their problems. Be helpful - go the extra mile for them - it will be a worthwhile investment. Keep in Touch; with your stakeholders and your own team. This is a moving target, attitudes change, so you need to be alert. Keeping in touch with everyone will minimize surprises. Good, focused, consistent communication is the key to success here. Be Honest; with yourself. This will help you learn for the future and redress issues as they arise with any of your stakeholders. If problems are arising - get them sorted fast and step over your sensitivities.

2.3.2 Stakeholders in Urban Master Plan in Addis Ababa

A key component in developing the master plan was public Outreach and stakeholder participation. A study conducted by the World Bank (2007) on the Ethiopian urban sector highlighted top-down planning practices are leading to inefficient outcomes. The report adds significantly that participatory planning is one of the most important shifts in urban planning that has occurred during the last few decades. It is a remarkable shift from a view of planning being an expert –driven technocratic activity to one that is inclusive of relevant stakeholders and communities. This shift from government to governance and its implications from the role of local/municipal government lead one to zero on participation.

As a planning principle, participation in the urban planning process refers to the involvement of different other actors or stakeholders in addition to the decision makers (mostly government institutions) to take part in identifying problems, developing solutions and taking responsibility for inputs and decisions. Basically, the principle of participation should adapt the distinctive roles of the three main groups of stakeholders. These are: the community (e.g. individuals, CBOs, NGOs, etc.), the decision makers (e.g. government institutions) and the professionals (e.g. planners and study teams). Ideally, participation should enable the first group, the community, to be involved in both technical considerations usually reserved for the last group, the professionals, and in decision-making about the development activities impacting its environment, a role usually reserved for government institutions in the case of Ethiopia. Yiregalem,(2007).

According to Fiskaa (2005) participatory planning is that approach to planning that is about people and the development of their communities. It is where the beneficiary communities participate in a particular way on the implicit assumption that their participation is a means to some further action on their part to bring about specific change (UN-Habitat, 2009). It is a process and not a product, in which the planner gets to know the people and their situation well enough to offer him/her as a resource. Participatory planning is an expression of and commitment of people's right to be involved in matters where decisions are made that concern or affect them (the Republic of Uganda, 1995).

One could simply say, it is a departure from planning ‘for’ the people to planning ‘with’ the people (UN-Habitat, 2010). Thus according to Omolo (2011), Planning Schools should embrace innovative planning ideas with a focus on participatory planning skills.

S.Olander, (2007) points out that it is important to recognize the stakeholders in order to plan and execute a sufficiently rigorous stakeholder management process because project stakeholders affect project management processes Stakeholder management was identified as a core activity for creating project success. Project stakeholder management includes stakeholder identification, classification, communication, and engagement, empowerment, and risk control. Stakeholder management was a concept derived from the resource-dependence view and the concept also addresses the risks and ethical issues as a core concern of stakeholder management of a project. In the drive to become a smart city, challenges which arise could be problems associated with multiple diverse stakeholders, high levels of interdependence, competing values and social and political complexity. Transformation from a non-smart city to a smart city entails the interaction of political and institutional components with technology as the smart city innovation which states the importance of stakeholder management in a smart city project.

Therefore, stakeholder involvement and management should not stop at the front end project planning stage or at any stage at all but continue throughout the entire lifecycle of the project (Takim, 2009). Olander and Landin (2008) argued that “if there is no clear strategy for how to manage and involve stakeholders in the project implementation process, the project manager will end up in a rearguard action, fending off claims from stakeholders”.

2.4 Conceptual Framework

As shown on the below diagram from the different literatures reviewed the researcher developed the following conceptual framework. Project stakeholder management, consisting five observed variables of stakeholder identification & classification, communication, engagement, stakeholder management its practice and challenges. So this conceptual framework demonstrates project stakeholder management should include each specific variable.



Figure 2.1 Project Stakeholder Management

CHAPTER THREE

3. STUDY DESIGN AND METHODOLOGY

This chapter will discuss about the study design, population & sampling techniques, source of data, Data collection instruments, Procedures of & collection, and Methods of & analysis.

3.1 Research approach

Research approach for this study is mixed approach. The basis for selecting a mixed approach for this study is because the nature of the research problem required both qualitative and quantitative data sets. In fine, it can, indeed, increase credibility of scientific knowledge by improving both internal consistency and generalizability through combining both quantitative and qualitative methods in the same study. According to MacDonald's and Hadlam, N. (2012), mixed use of qualitative and quantitative approaches provide the potential to mitigate each methods limitation by filing the gap of the other method there for the study applied combination of these approaches.

3.2 Study Design

The research design was a descriptive type which describing a particular practices and challenges on a particular project at one point in time. It also includes a background of what the study is about; this study is mainly a survey one that combined secondary data sources with primary data will be collected from the field using structured and semi-structured questionnaire.

Descriptive type of research design is considered by the research for the study under discussion. This approach is chosen to the fact that the purpose of the study is merely to describe the state of nature as it currently exists; i.e. To report what has happened or what is happening; with no control over the variables involved. Moreover, both qualitative and quantitative approaches will be considered using an interview and secondary data. Descriptive research is best suited aimed at finding out the prevalence of

phenomena situation, problem attitude or issue by taking of the population. Ranjit, (2011) Descriptive research design was found suitable for the existing practices and challenges project stakeholder management in AAMPPP.

3.3 Research Methods

3.3.1 Target population, sampling technique and sample size

The study considered all relevant employees involved in Addis Ababa master plan project preparation process as target population. in that respect , target population for this study is project managers seiner experts, planners,who participate in the process. The target populations are selected because they are directly involved AAMPP preparation process. Therefore the total population of the study is 45 Addis Ababa plan development commotion employees, who involved the process. Since the number of total population is manageable the researcher used indicated total population for the study.

3.3.2 Sources, Instruments and Procedures of Data Collection

Both primary and secondary data is obtained using different data collection methods and instruments. The source for primary data is the group of experts at Addis Ababa plan commotion. Secondary data on the other hand is obtained through the use of published and unpublished documents especially official project progress and performance reports.

The data collection instrument which is I prefer and believe to be relevant to the study considered is; Interview, questioner, and document review. Interview method is used because it is believed to have an advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees. In addition they will also give an opportunity to the research team to revisit some of the issues that had been an over-sight in other instruments and yet they are considered vital for the study. And also developed questioner based on to the objective of the study, to collect the primary data for the study. In addition to questioners and Interview the researcher used document review.

3.3.3 Techniques of Data Analysis

The data which collected through interview and questioner techniques has processed and analyzed in SPSS in accordance with the characteristics of the data and the respondent. It is a descriptive type of research which is qualitative and quantitative data analysis technique is used. The data collected through interview and document review is analyzed by qualitative data analysis technique and the data collected through questioner is analyzed by the method of quantitative technique. The analysis technique is presented by using graph, simple excel and tabulation form.

3.4 Ethical Considerations

According to Gregory (2003, p.35), research that involves human subjects needs to provide preeminence to the consent of the person participating in the study. In this context the researchers inform the respondents about the aim of the study and they will be participating based on their own willingness. Privacy and confidentiality will be maintained. In the beginning all legal permissions will be secured, as per the work plan and schedule procedures will be following by effectively undertaking the research process.

CHAPTER FOUR

4.1. Results and Discussions

In this section, the result and discussion on the practices and challenges of project stakeholder management case of Addis Ababa master plan project (AAMPP) projects was presented. Out of the 45 questionnaires distributed, 45 was filled and returned. The response rate to questionnaire distributed was 100 % ($45/45 \times 100$). In addition to survey questioner the researcher conducted an Interview with key information managers team leaders at mention work unit and reviewed some available document regarding the project. The data gathered using both applied tools is presented in an integrated manner.

4.2. General Profile of the Respondents

Table 4.1 next page presented the general profile of the respondents. These include sex, age, educational status and working years in the organization.

As it is indicated in Table 4.1, out of the total 45 respondents of 16(35.55%) were female and 29(64.44%) were male. From this, we can understand that the numbers of female respondents were a little bit greater than male head of respondents.

The age group of the respondents indicated in table 4.1 above, about 12(26.66%) of respondents are in the age group 15-29, 33(73.33%) of respondents are in the age group 30-64 and there is no respondents in the age group 65 and above. In general, the data clearly shows that, majority of respondents were in the age group of 30-64 were more matured with different work experience which was taken as a good opportunity to effective implementation of the stake holder management.

When we see the educational status of the respondents, about 30(66.66%) of the respondents have BA/BSc, the 15(33.33%) respondents have MA/MSc degree holders in different specialists and there is no other educational status regarding to sampled respondents only. Here the data indicates that the numbers of respondents who hold Bachelor of art or science are greater than that of other with significance difference.

Table 4.1: Sex, Age, Educational status of Respondents and Duration of work experience in the organization

Items	Variables	Frequency	Percentage (%)
Gender	Male	29	64.44%
	Female	16	35.55%
Age	15-29	12	26.66%
	30-64	33	73.33%
	>64	-	-
Educational Level	Diploma	-	-
	Bachelor	30	66.66%
	Master	15	33.33%
How long have you worked in this project office	less than 1 year	2	4.44%
	1 to 3 years	6	13.33%
	4 to 5 years	9	20%
	More than 5 years	28	62.22%

Source: Computed from own survey data, 2019

4.3. Stakeholder (SH) Identification

4.3.1. Stakeholder Identification Processes

Table 4.2: SH identification Processes used by respondents

	Identification Processes	Frequency	Percent
1	Project team brainstorming	11	24.44%
2	Stakeholder forums	13	28.88%
3	snow balling (through peers)	2	4.44%
4	Combination of all	19	42.22%
5	Other	-	-
	Total	45	100%

Source: Computed from own survey data, 2019

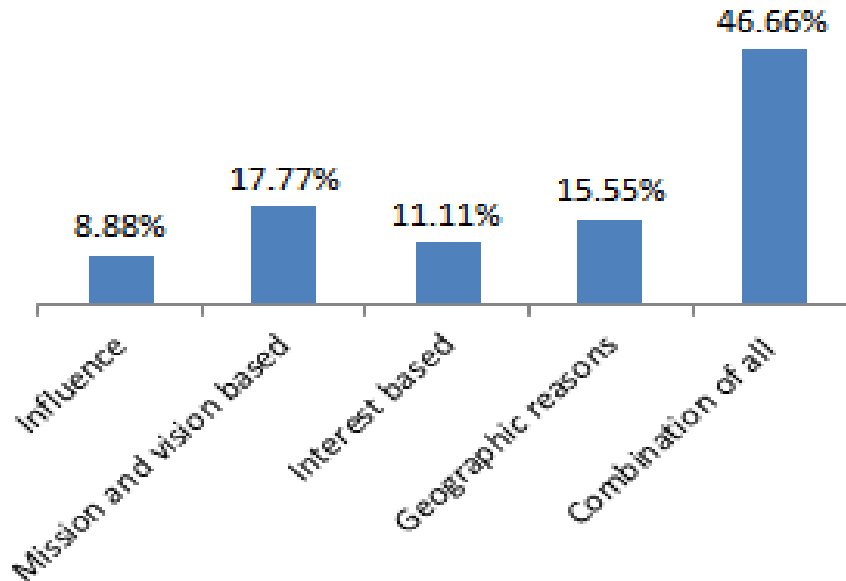
As shown in table 4.2 in previous page; it presents the stakeholder identification process. The options are: a) Project team brainstorming (to identify some core relevant duty bearers as they are alternatively called, usually at the project team level), b) Stakeholder Forums (the project problem and objectives are discussed, roles identified, resources are assessed and more duty bearers are identified and tentative action plans made), c) Snowballing/through peers (used to reach out to more stakeholders; in some cases, checklists are developed and used in identifying Stakeholders) and the last option is Combination of all (using all options above).

Table 4.2 depicts that, 24.44% of the respondent use project team brainstorming, 28.88% of the respondents use stakeholder forums and 4.44% Of the respondents use snowballing. The rest 42.22% of the respondents use combination of all mentioned above.

The International Finance Corporation (IFC) did indicate that, -Remember that certain stakeholder groups might be pre-determined through regulatory requirements, or they do not make exhaustive use of all the available stakeholder management tools and processes. This finding indicates that these identified processes are not full of all stakeholder identification processes the scenario here gives a majority of the respondents could either be dealing with predetermined stakeholders.

4.3.2. Stakeholder Identification Criteria

Figure 4.1: Stakeholder Identification Criteria



Source: Computed from own survey data, 2019

As shown in Graph 4.1; it presents the stakeholder identification criteria. The finding shows that, 4(8.88%) of the respondent use influence to identify their stakeholder, 8(17.77%) of the respondents use mission & vision based, 7(15.55%) geographic reasons and 5(11.11%) Of the respondents use interest based, and the rest 21(36.67%) of the respondents use combination of all mentioned above.

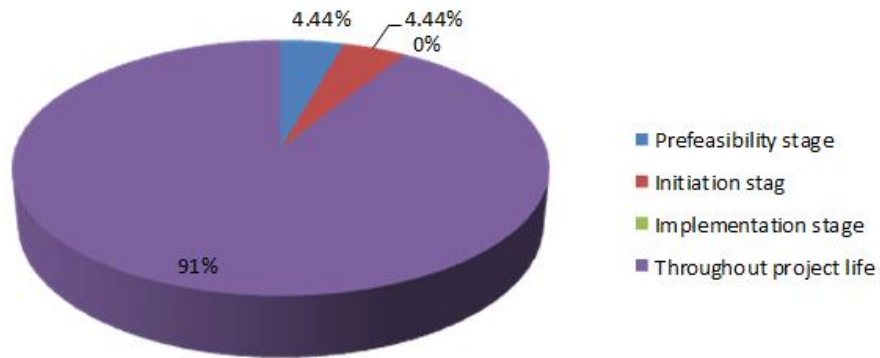
The finding clearly states that, majority of the respondent's uses combination of all which includes (influence, mission & vision based, interest based and geographic reasons). When we comparing the rest options, the respondents select mission based and interest based that influence and geographic reasons as shown in Graph 4.1 above.

4.3.3. Stakeholder Identification Timing

As shown in Graph 4.2 below, it shows clearly that a majority number 41(91%) of the respondents are select that the work closely with their stakeholder throughout project life

(from pre-feasibility to completion stages of their projects). 8.88% of respondents mention that, their projects practice one-stop type of stakeholder identification. The different time preference for these 8.88% respondents thus when they carry out their stakeholder identification.

Figure 4.2: Stakeholder Identification Timing

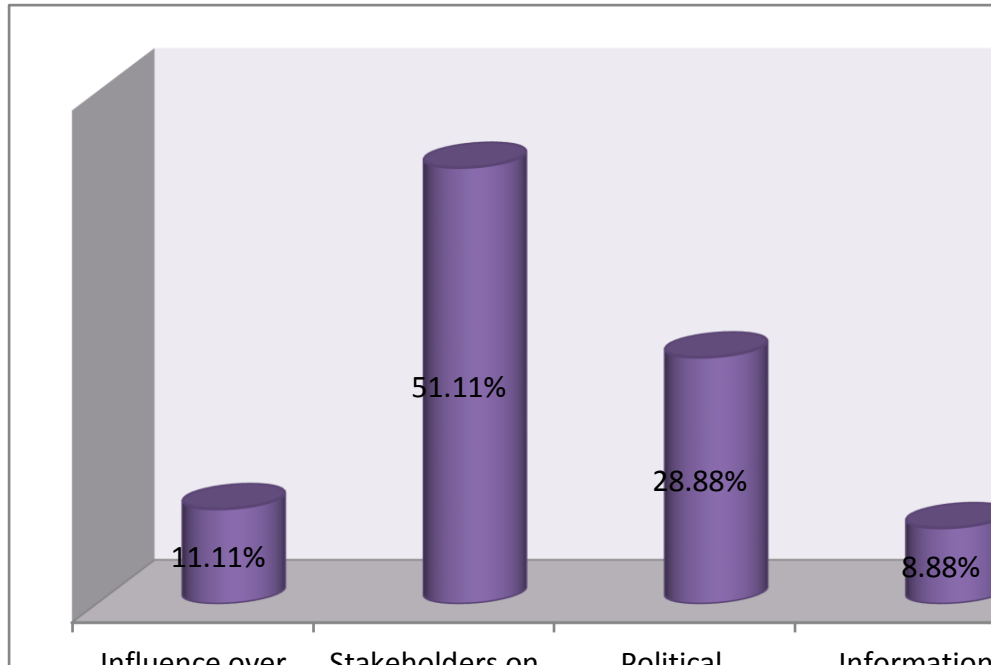


Source: Computed from own survey data, 2019

4.3.4. Types of Stakeholder Categorizations and Criteria for Categorization

As shown in Graph 4.3 in below, the critical determinants of a stakeholder as key or not, majority of the respondents 51.11% states that they determine their status as a key as stake on project deliverables, the rest 48.87% (11.11% influence over project resource, 28.88% political influence and information access & control respectively8.88%).

Figure 4.3: what determine SH status as key?



Source: Computed from own survey data, 2019

Based on the secondary data reviewed from Addis Ababa master plan project preparation office The following table summarizes the broad stakeholder types according to the three main categories – those who affect the project; those who are affected by the project; and others who may be interested. It should be noted that some stakeholders may belong to more than one category – they may affect the project and be affected by its well.

Table 4.3 Stakeholder Types and Category

Broad category	Sub-category	Types of Individuals/Groups
Those who affect the project	Those involved in delivery of the project	Developer Client Owner Investor Designer Banks Insurance Professional consultants such as architectural, financial, structural, engineering etc.
	Those who determine the context	Local Authority – Planning department etc. Regional government departments Central Government Departments
Those who are affected by the project:	Directly affected	Users of the buildings, spaces, facilities
	May be directly or indirectly affected depending upon the context	Local/surrounding community members General Public Local community groups such as resident associations, or other community-based groups
Others who may be interested		Environmental/social campaigning organizations Researchers/ Academics

Source; Addis Ababa master plan project office,

In this part we see the key stakeholder of AAMPP as per the interview in the Qualitative data's was collected from project office. Based on the interview, the key stakeholders of AAMPP are; Users of the buildings, spaces, facilities, Local/surrounding community members, community-based groups, Beneficiaries, Project Community, Project team,

government official , Financial institutions, higher politician, General Public Media , Professional consultants are the key stakeholder of the project office

According to Mitchell, et al., (1997), proposed a classification of stakeholders based on power to influence, the legitimacy of each stakeholder's relationship with the organization, and the urgency of the stakeholder's claim on the organization. The results of this classification may assess the fundamental question of -which groups are stakeholders deserving or requiring manager's attention, and which are not? This is salience -the degrees to which managers give priority to competing stakeholder claims. For the purposes of planning, the classless group faces the risk of disorganization when it comes to dealing with the various stakeholders as individuals due to the obvious reason that, Stakeholder Management is a process and control that must be planned and guided by underlying Principles.

4.4. Operational Meaning of Stakeholder Analysis

Interview with management body of the organization, it is known that the term Stakeholder analysis in practice may have a cross cutting meaning. When we see in the understanding of respondents working definitions.

Working definitions of Stakeholder Analysis by respondents

Majority of the respondents Stakeholder Analysis basically as an identification and decision making process(role identification and definition of terms of engagement, identification of stake interest & role categorizing them, identification of key actors of a project and assessment of their relationship with the aim of achieving overall project goals), others see it as a systematic analysis of various stakeholders of a project in order that all actors are mobilizing towards achieving project objectives and a way of enumerating roles, sharing responsibilities, identification of needs and strategizing. The rest consider it in different ways as (a various stakeholders a project works with, it is the relevance of targeted individuals & institutions, it is a set of institutions and persons whose actions and actions can affect a projects performance, it is also a framework for addressing stakeholder needs and it is a list of way of determining levels of interests,

influence& power of various stakeholders). The rest 28% of the respondent said they do not have working definition for the term Stakeholder Analysis. Yet, some of these carry out some of the basic Stakeholder Analysis tasks during project update meetings, conferences and annual general meetings. Considering this group of organizations, it was revealed that Stakeholder Analysis is not an institutionalized activity they undertake as a core component of Stakeholder Management processes, and because it is not, it is likely to be subsumed by other activities or at worse ignored and thereby forfeiting such organizations all the relevant and critical contributions this process brings to bear on successful Stakeholder management.

From these, it is obvious that their definition of the term is a theoretical representation of what Stakeholder Analysis is, and how they do stakeholder analysis as projects and comparing the various definitions with that of the International Finance Corporation(IFC) that, Stakeholder Analysis is -a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project, most of the organizations are theoretically within context.

According to Karlsen (1998), Stakeholder management is often characterized by spontaneity and casual actions, which in some situations are not coordinated and discussed within the project team leading to unpredictable outcomes.

4.5. Stakeholder Engagement and Communication

Table 4.4: Working definition of Stakeholder engagement by respondent organizations

	Working definition of Stakeholder engagement by respondent project office	Frequency	Percentage
1	process of working with stakeholders	26	57.77%
2	two-way dialogue process between project management and stakeholders	14	31.11%
3	An event to let Stakeholders know what is/should be expected from and by them	5	11.11%
	Total	45	100%

Source: Computed from own survey data, 2019

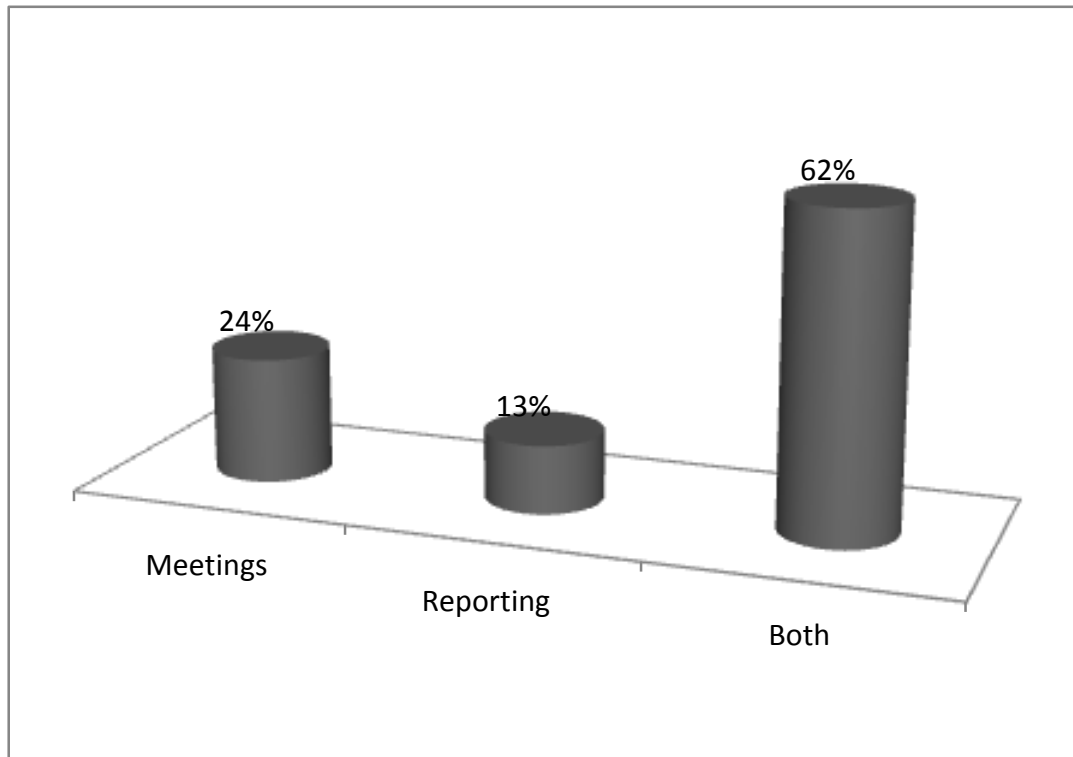
As shown in table 4.4 above, the operational definition of stakeholder engagement by the respondents included: a way of working with Stakeholders, a two-way dialogue process between management and their Stakeholders and an event to let Stakeholders know what is/should be expected from and by them. Majority of the respondents 57.77% stated that SH Engagement is process of working with stakeholder the rest 31.11% it is a two-way dialogue process between PM and Stakeholders, and 11.11% it is an event to let stakeholder know what is/should be expected from and by them. From this finding it is simple to conclude that, there are identical in the operationalization of the term.

According to International Finance Institute (2007), stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project as they all undertake it throughout the project life. In this point of view, the finding of this study and the concept of International Finance Institute, there are no inconsistencies.

4.5.1. Methods of Communication

All of the respondents see communication as a very essential part of Stakeholder management processes and as such respondent organizations use it as part of their management processes, but as to how they ensure that, it was discovered that it takes place in various and in some cases similar forms.

Figure 4.4: Method of Communication



Source: Computed from own survey data, 2019

As shown in, the various forms and the numbers of projects sharing similar or same ways of communicating with their Stakeholders are portrayed in graph 4.9 above. It is clearly shown that, majority of 28(62.22%)of the respondents indicate the use both meeting and reporting in combination at the same time and the rest 17(37.77% respondents indicate the use meeting and reporting separately as shown at graph 4.9 above. In addition they also mention other stakeholder communication methods through; Annual General Meetings, workshops, E-mails, Phone calls, media programs, conferences and forums.

4.6 Stakeholders Management Practices

4.6.1 Institutionalization of Stakeholder Management

All 100% of the respondents see there is no a unit of responsible Stakeholder Management in the project as a very essential part of Stakeholder management

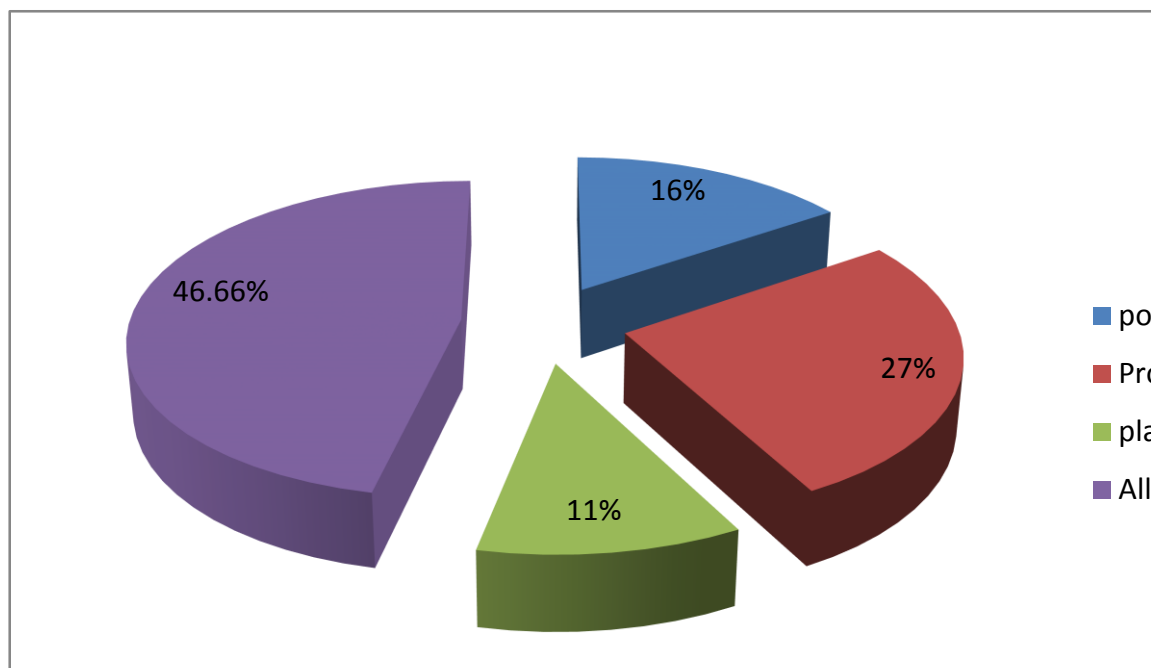
Table 4.5: unit of SHM in your projects

Is there a unit of SHM in your projects		Frequency	Percent
	Yes	-	-
2	No	45	100%

Source: computed from own survey data, 2019

Table 4.5 above proven clearly that there is no distinct functional unit in the organization to manage relationships and communications. At the same time, the level of Stakeholder institutionalization in the AAMPP office is zero (0%), even though there is general awareness and appreciation for the Stakeholder management function in the AAMPP projects

Figure 4.5 who take charge of SHM



Source: computed from own survey data, 2019

The responsibility of Managing Stakeholders thereby leaving that function to either the all team members 21(46.66%), Project Managers 12(30%), political leaders 7(13.33%) or planners 5(6.67%) as shown in graph 4.7.2 above, but this is against best practice requirements because, according to Peter (2007), whilst traditional Project managers

focus on tools 44 and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focuses on human dynamics; managing relationships and communications.

4.7 Stakeholder Management Challenges

Table 4.6 Stakeholder Management Challenges

	Challenges	Frequency	Percentage
1	Low commitment	6	13.33%
2	Ineffective communication	8	17.77%
3	Low understanding of different issues	9	20%
4	Conflicting interests opinions, beliefs and orientation	2	4.44%
5	Unrealistic expectations	4	8.88%
6	political interference	12	26.66%
7	Problem in stakeholder planning process	4	8.88%
Total		45	100%

Source: computed from own survey data, 2019

As shows in the above Table 4.6 most popular and common challenges of stakeholder management in AAMPP preparation office is that in ascending order from top to bottom using frequency values political interference 12(26.66%) , Low understanding of different issues 9(20%) Ineffective communication 8(17.77%), Low commitment 6(13.33%) , Problem in stakeholder planning process4 (8.88%) and Conflicting interests opinions, beliefs and orientation ,2(4.44%)

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The purpose of this study is To assess the practices and challenges of stakeholder management case of Addis Ababa master plan reparation project, with the following specific objectives: To assess the stakeholder management practices in Addis Ababa master plan reparation project (AAMPPP), and also, To examine the challenges of stakeholder management in the project office. Based on the descriptive data analysis, dissection of results with respect to the basic question Major conclusions are made regarding these variables and project stakeholder management practice in the study conducted.

- ❖ Regarding the stakeholder identification process,, the selected Addis Ababa master plan preparation project office uses the combination of (project team brainstorming, stakeholder forums and snow balling), Alongside these processes, when analyzed based on the data collected from the respondents explained in Figure 4.6. The combination of four causes such as, power of the group or institution to influence, related its mission and vision to the project objective, shared interest and geographic reason are base for stakeholder identification criteria or guide project teams to determine who to include as Stakeholders. As explained in the earlier part of this chapter the identification process are on-going activities majority of the respondents (91%) stated that from pre-feasibility to completion of the project work.
- ❖ Concerning stakeholder categorization, Addis Ababa master plan project preparation office classifies the three main categories – those who affect the project; those who are affected by the project; and others who may be interested. It should be noted that some stakeholders may belong to more than one category – they may affect the project and be affected by it as well.

- ❖ Regarding Stakeholder Analysis in the study organization the respondents was revealed that Stakeholder Analysis is not an institutionalized activity they undertake as a core component of Stakeholder Management processes, and because it is not, it is likely to be subsumed by other activities. based on the data collected from the respondents explained earlier part of this chapter Majority of the respondents Stakeholder Analysis basically as an identification and decision making process. When we see the relevance, majority 83.33% of respondents assume stakeholder analysis ongoing process covering the whole project life.
- ❖ With considering operational definition of stakeholder engagement based on the data collected from the respondents explained in table 4.4. Majority of the respondents 57.77% stated that stakeholder Engagement is process of working with stakeholder. The finding of this study and the concept of International Finance Institute, (IFI), there are no inconsistencies.
- ❖ Regarding stakeholder communication all respondent see communication as a very essential part of Stakeholder management processes organizations. From the various ways the project office it is carried out meeting and reporting, based on the data majority of the respondents 28(62.22%) indicate that use both meeting and reporting in combination at the same time is methods stakeholder communication of the organization.
- ❖ Institutionalizing of stakeholder management (organize a distinct functional unit) in Addis Ababa master plan preparation project office all 100% the respondents reflect that there no institution (distinct functional unit) as per this study seem to be did not have units managing Stakeholders, instead it is the duty of all team members.
- ❖ Finally regarding Stakeholder management challenges it is clearly mentioned from the prewise chapter table 4.6 Addis Ababa master plan project preparation are faced with various challenge that have negative influence on the performance of the projects. From the data include Ineffective communication problems,

Interest conflict between stakeholders so unproductive criticism between the stakeholder members, the involvement of political interest city regional conflict

5.2 Recommendations

To ensure good Stakeholder management in AAMPP projects, the following recommendations is forwarded out of the empirical qualitative and quantitative findings, these are:

- ❖ There is need to have separate organizational units entrusted with the complex task of stakeholder management. Participatory planning with full commitment from all key actors
- ❖ There is the need to build stronger collaborative relationship through continuous engagement and communication based on information sharing as well as harmonization of stakeholder plans at all levels urban planning
- ❖ There must all relevant stakeholders should always be identified from project inception and all partnering, collaborative and other terms well explained to all stakeholders at all levels.
- ❖ Ensure participatory planning with full commitment from all key stakeholders mainly beneficiaries, public community, governmental institution and expert professional.
- ❖ Last but not the least, all relevant stakeholders must be better understanding about projects general goal and objects among all stakeholders and ensure strong communication with all stakeholders from the project initiation up to close-out period,

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Appendix

St. Marry University

School of Graduates

Department of Project Management

Introduction

Stakeholder management is very key to the work of project management particularly to public project mainly because their work affects and is in turn affected by many stakeholders whose interests and needs are potentially conflicting thus posing some challenges to successful project management. This tool is therefore designed and used to collect data that conveyed the real practice and challenges of stakeholder under AAMPP projects.

Instructions;-

- Please just tick the bracket provided in front of each options for the question
- Write your opinion on space provided for those questions

SECTION 1: General profile of the respondent

1. Age of respondents:

2. Sex: 1.Female 2 .Male

3. Position:

4. Educational status?

A. BA/BSc

B. MA/MSc

C. Others; please specify.....

5. How long have you worked in this organization?

- A. 0 – 5 years
- B. 6 – 10 years
- C. 11 – 15 years
- D. More than 15 years

SECTION 2: Stakeholder Identification, Classification and Relevance

6. How do you identify your Stakeholders?

- A. Project team brainstorming
- B. Stakeholder forums
- C. snow balling (through peers)
- D. Combination of all
- E. Other.....

7. What is/are the bases for your stakeholder identification?

- A. Influence
- B. Mission and vision based
- C. Interest based
- D. Geographic reasons
- E. Combination of all

8. At which stage of your project life do you identify stakeholders?

- A. Prefeasibility stage
- B. Initiation stage
- C. Implementation stage
- D. Throughout project life

9. Into how many categories do you categorize your stakeholders? Name them.....

10. Out of the categories, which is/are the key Stakeholders? Name the category(s)

11. What determines their Stakeholders status as key?

- A. Influence over project resources
- B. Stakeholders on project deliverables
- C. Political influence
- D. Information access and control
- E. other.....

SECTION 3: Stakeholder Analysis

12. Is stakeholder analysis an activity you undertake as part of your project management processes?

A. Yes

B. No

13. Do you find stakeholder analysis necessary in project management?

A. Yes

B. No

14. If yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken?

A. Initiation stage

B. Implementation stage

C. Completion stage

D. on-going activity

15. if no, why? Explain

SECTION 4: Stakeholder Engagement and Communication

16. What is the operational meaning of the term stakeholder engagement in the context of stakeholder management in your organization?

A. process of working with stakeholders

B. A two-way dialogue process between project management and stakeholders

C. An event to let Stakeholders know what is/should be expected from and by them.

D. Other (specify)

17. What does it contribute to your project?

18. Which stage of your Project life cycle do you carry out Stakeholder engagement?

A. Prefeasibility stage

B. Initiation stage

C. Implementation stage

D. Completion stage

E. Throughout the project life

19. Is communication part of your Stakeholder management process?

- A. Yes B. No

20. . If yes, how do you ensure it?

- A. Meetings B. Reporting C. Both D. Other (specify).....

21. If no, why? Explain

.....

22. . Mention any other stakeholder management tool not included in this questionnaire.....

.....

SECTION 5: Stakeholder Management, Its Practice and Challenges;

23. Is there a unit in your organization that is responsible for stakeholder management (managing relationships and communications)?

- A. Yes B. No

24. If yes what specific functions does it perform? Name them.....

25. If no, who performs the stakeholder management function in your organization?

- A. political leaders B. Project Manager C. planers D, All team members

26. What is Stakeholder Management Challenges in your organization?

- A, Low commitment B, Ineffective communication C, Low understanding of different issues D, Conflicting interests, opinions, beliefs and orientation

E, Unrealistic expectations

F, political interference

G, Problem in stakeholder planning process

27. From your experience, what would you recommend to better enhance stakeholder management and successful project management for that matter? Mention

.....
.....
.....

THANK YOU.

Interview Guides

1. What are the different types of stakeholder management practices?
2. What is the key stakeholder in your project office?
3. Why did you use/apply this type of stakeholder management practice?
4. What major results have you obtained by implementing this type of stakeholder management practice in your organization?
5. What are the challenges of the selected stakeholder management practice?
6. What is the operational definition of stakeholder analysis in your organization?